

ROUTING AND TRANSMITTAL SLIP

Date

28 Oct 86

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. EXA/DA	<i>gn</i>	<i>10/28</i>
2. MS/DA	<i>ms</i>	<i>OCT 1986</i>
3. CMS/DA	<i>Kel H13</i>	<i>3 Nov 86</i>
4. DDA	<i>DDT</i>	<i>11/4</i>
5. ADDA	<i>A</i>	<i>12 NOV 1986</i>

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

6. ADDA (Reg.)

cc: All DA Office Directors

done - sd

28 OCT 1986

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FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Deputy Comptroller

EXTENSION

NO.

COMPT 86-1581

DATE

DDA/REG
LOGGED

TO: (Officer designation, room number, and building)

DATE

RECEIVED

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OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDA
7D18

WAF

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DDA REGISTRY
FILE: 100-20

27 OCT 1986

MEMORANDUM FOR THE RECORD

SUBJECT: 1989-93 Planning Conference, 21-22 October 1986

25X1 1. This memorandum summarizes the Executive Committee's discussions on
the priorities for the 1989-93 program. Attending the meeting [] were
James H. Taylor, Executive Director; William F. Donnelly, Deputy Director for
Administration; R. Evan Hineman, Deputy Director for Science and Technology;
25X1 John L. Helgerson, Associate Deputy Director for Intelligence; []
25X1 [] Associate Deputy Director for Operations; Daniel A. Childs, Jr.,
25X1 Comptroller; [] Deputy Comptroller; and Chief, Analysis Group,
25X1 Office of the Comptroller. []

2. At the session on 21 October the Comptroller discussed the growth of
Agency resources since 1979, highlighting several specific areas, including
communications/ADP, R&D, external analysis, covert action, operational funds,
and positions. He pointed out the projected outyear costs for ongoing and new
initiatives in the priority areas used to formulate the 1988-89 program. In
showing the base as a percentage of the total CIA program from 1984 to 1989,

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[]
Comptroller urged them to document those so that we are better prepared to
discuss our program with the DCI and the DDCI, who have urged us to fund new
activities at the expense of the base, as well as external reviewers. He,
✓ along with the DDA, suggested that we portray our program for the DCI as base
and other programs rather than our traditional breakout--base, ongoing
programs, and new initiatives--because resources devoted to investment
25X1 programs are, in fact, for new levels of effort. []

25X1 3. The Comptroller raised the problem that the Agency faces in justifying
the New Headquarters Building Support program to Congressional reviewers in
the 1988-89 budget. Several already have accused us of goldplating, and the
support package now calls for a [] increase in the
profile over what was shown in our 1987 budget submission. The reasons for
this increase include the need to retain more outbuildings than we had
planned, the costs of backfilling in the old Headquarters building, and the
expense of relocating and equipping the communications center. During the
subsequent discussion, it was pointed out that the HPSCI has levied a
Congressionally directed action on us to scrub the initiative. At that time
✓ we should scrub it well, and we should change the title to reflect that funds
25X1 included in this program are earmarked for both the old and new Headquarters
25X1 buildings. []

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SUBJECT: 1989-93 Planning Conference, 21-22 October 1986

25X1 4. The session on 22 October was devoted primarily to presentations by the deputies or associate deputies on their views of priorities for their directorates and the Agency at large in 1989-93. The DDS&T listed four issues that need to be addressed: how to handle and disseminate the large volume of intelligence that will be collected and produced; the need for a balance among collection, processing, and analysis; the growing number of multidisciplinary issues; and the need for a good infrastructure, including a sound personnel policy, that will enable us to recruit and retain employees. Among several specific recommendations he made were the need for optical disk storage to solve our storage and retrieval problems and for technically trained personnel to work closely with operations officers. []

25X1 5. The A/DDI listed several substantive issues that will face the directorate in the coming years. In addition, the directorate will have to deal with a number of managerial questions, including ensuring that external analysis funds are allocated to high priority issues; addressing, along with the Intelligence Community, the need for better collection management; making greater use of artificial intelligence to deal with increased collection; and drawing resources from other directorate offices or bringing personnel back from rotational assignments to create a new division to undertake analysis on US vulnerability to Soviet systems. He also discussed the need to provide more timely support to policymakers with the help of electronic dissemination technology and to offer a better employee compensation package to keep the Agency competitive with the private sector. []

25X1 7. The DDA discussed six areas of high priority for the DA and the Agency.

- Personnel/compensation system. We need to develop a system that will reward good work, provide for career development, and take into account cultural changes, such as the increase in the numbers of tandem couples. The DCI is very interested in making changes in our

SUBJECT: 1989-93 Planning Conference, 21-22 October 1986

present system, and the DA plans to have a new approach ready for implementation within two years. The Executive Director in subsequent comments said that he understands that the new system will not be
 ✓ revenue neutral, but he wants to impress upon the task force now looking at various options that we must keep costs low. He further said that there will be winners and losers when the change occurs and
 ✓ the system will be difficult to implement. The other members of the Executive Committee urged the DDA to discuss changes with them before a new system is finalized.

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the coming months all directorates will be treated evenhandedly unless the DCI directs otherwise. The Office of Security has been able to polygraph only about 120 applicants per week; the goal is to process 200 applicants. To ensure that all DA offices involved in recruitment are working in harmony, the A/DDA is holding weekly sessions with the Offices of Personnel, Medical Services, and Security. Additionally, we will create an offsite processing center to expedite recruitment and provide better security.

- Improved communications. Both foreign and domestic communications systems need to be improved to meet bandwidth requirements and UHF concerns. Moreover, we must ensure that our communications and ADP systems are compatible. The new communications center, by joining the two, will help to meet this goal.
- Improved ADP services. This is a top priority across the Agency. In particular, we need to do more in the field of artificial intelligence. The Office of Information Technology is exploring the use of methods already in existence. It does not plan to undertake any research and development in this area. The Executive Director subsequently commented on security and connectivity issues that the Information Services Board will address in early November. He is particularly concerned about the lack of an acquisition policy making clear that all new ADP equipment must have connectivity with the present system.
- Security. As noted in the discussion on recruitment, the polygraph is the chokepoint in that process, and that problem is currently being addressed. The DDA believes that the Agency should put a ceiling on

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25X1 funds allocated to technical security countermeasures, and the Executive Director, citing this activity, subsequently stressed that the deputy directors should examine carefully the level of spending proposed by the program managers in their directorates. [redacted]

25X1 8. At the last session of the meeting, the Comptroller reminded the Executive Committee of the program priorities that guided our 1988-92 program and showed them a strawman that arrayed their proposals for 1989-93 according to those same priorities. He stressed that in some cases several of them had identified the need to undertake the same or similar initiatives. For example, all four had proposed further efforts on counterintelligence, three saw a need to improve mass storage, and three had raised personnel issues. As a result of this discussion, the 1988-92 priorities have been modified ✓ slightly for 1989-93, and we have added personnel recruitment, training, and compensation as a priority area. Attachment A shows the modifications and additions. The Executive Committee agreed that the list of commonly identified initiatives extracted from the deputies' memoranda should be used to focus new investment in the 1989-93 program. Such guidance from the Executive Director will be included in the Program Call for 1989-90, which will be distributed in November. Attachment B lists these initiatives, which have been modified to reflect the Committee's suggestions. [redacted]

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[redacted]
Deputy Comptroller

Attachments
As stated

Attachment A

Program Priorities, 1989-93

- o Improve security for our people and operations.
- o Develop and implement a comprehensive counterterrorism program to reflect a serious Agency commitment toward solving this problem.
- o Provide communications and ADP systems able to meet priority processing requirements on a sustained basis.
- o Provide adequate facilities to house our workforce and equipment.
- o Invest in critical new technologies needed for the future analytic, operational, and collection environment, particularly those that enhance our capabilities against mobile missiles, chemical or other special weapons, and other issues related to arms control monitoring.
- o Enhance our ability to electrically disseminate our product and interact with our customers.
- o Improve our ability to recruit, train, and compensate our employees so that we can retain a highly skilled, motivated workforce to meet the challenges on the 1990s.

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Attachment B

Strawman of Commonly Identified Initiatives
1989-93

Security Countermeasures/Counterterrorism

Enhanced CI Activities/Vulnerability Analysis

Commo/ADP

Improved Mass Storage
Expanded AI R&D
System Connectivity/Interfaces
Covert/Crisis Communications

New Technologies

Improved Collection Requirements/Tasking

Personnel

New Skills Training
Language Training
Improved Compensation
Recruitment/Retention

Other Core Capabilities

Collection/Analysis on the Soviet Union

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